

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

EVALUATION OF SECRETARIES BY DIRECTORATE

FROM:

Chief, PMCD

EXTENSION

NO.

DATE

28 MAY 1985

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/P&RS

28 MAY 1985

IRENE,

Attached is our input to memo from DDS&T on evaluation and ranking of senior secretaries DDS&T.

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I spoke with [redacted] in Mr. Hineman's office on 22 May regarding the DS&T current procedures for ranking senior secretaries. Apparently Ms. [redacted] is the person most knowledgeable of the panel system in the Directorate. I then contacted the appropriate person in each Directorate to get a handle on how their evaluation of GS-08+ secretaries are similar/different than DS&T.

EVALUATION OF SECRETARIES BY DIRECTORATE

DS&T At or below GS-07 ranked by components.
Components may or may not have a separate panel just for secretaries.

GS-08 ranked by SSPS; however, the ranking obligation was waived at inception of panel 6 years ago because GS-08 secretaries felt it unfair not to be ranked in component where they are known. The SSPS has continued to function primarily for monitoring vacancy notices at GS-08 and above positions. (Had 19 GS-08 vacancies in 1984 and were very hard to fill. 3-4 files per)

DI GS-05's and GS-06's not ranked. Supervisor recommends for promotion.

GS-07 secretaries ranked by components with all other grade 07's (occupations vary).

GS-08 and above supervisor submits recommendation to Senior Secretarial Panel. Panel ranks GS-08 and above, selects for promotion. Also, panel monitors vacancies like S&T. (10 GS-08 vacancies in 84 - hard to fill.) State the GS-07's are looking for way out of field or don't have shorthand.

DO GS-05's ranked in components. CMS doesn't see.

GS-06 Components rank and send to CMS who select (via headroom) for promotion.

GS-07 and above components rank and submit to CMS, who has panel rank all GS-07's DO-wide. Panel monitors vacancies like S&T.

DA GS-05's supervisor recommends.

GS-06's, 07's, and 08's ranked by component who may or may not have separate secretarial panel.

GS-09's and 11's ranked by MAG Clerical Panel, like S&T's SSPS. Hasn't really ranked in years, but rather exists for the vacancy notice system.

GS-08 vacancies go unfilled (like S&T).


1. Problem with filling GS-08 Secretarial positions with vacancy notice system:

- Candidates may not read notice
- Many GS-08 positions require shorthand which secretary at GS-06 and GS-07 level doesn't have.
- Secretary can wait for a GS-08 technical job that doesn't require additional qualifications such as shorthand or 2 year college degree.

GS-06 secretaries as of 11 April 1985:
GS-07 secretaries as of 11 April 1985:
GS-08 secretaries as of 11 April 1985:



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2. If I understand the regs correctly, DS&T doesn't require D/OP's approval on the proposed change to their panel procedures, only his concurrence. There are no other HN's, OPM's that I could find on panel evaluations that may have superceded the reg. (see attached regulation and where I've highlighted).

Regs:

Board and Panel procedures are up to each Career Service.
Promotion requests are approved by Head of Career Service for GS-08+ secretaries.

The DS&T's attached proposal does not change the above responsibilities.

3. From the discussion I had with each Directorate, it would appear that there is inconsistency in the panel & evaluation procedures on how to evaluate secretaries intra and inter Directorate. This would argue for an Agency Secretarial Career Service so that this occupation is evaluated against its own apples and not other same-graded oranges.

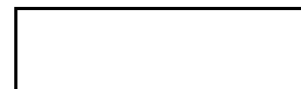
4. The bottom line: D/OP should concur as the current procedure is not actually being done anyway. It may, however, give DS&T some latitude I am not seeing to PRA promote secretaries at the GS-08 level and higher. A quick review of their CSGA suggests that there is lots of headroom at the GS-08 and GS-09 level. This may be the case in any event whether or not they evaluate at the office level vis-a-vis the Directorate level. I am suspicious ever since their Secretary Pay Plan Proposal.  worked on this and did not give us any warning this was coming in...she's on leave until 28 May so can't get any insights. And there's a good chance she won't disclose anyway.

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Carol

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g. BOARD AND PANEL PROCEDURES

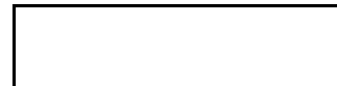
- (1) Specific board and panel procedures will be developed by each Career Service or Sub-Group, coordinated with the Director of Personnel, and published in Career Service handbooks. Procedures will be reviewed annually by the individual Career Service or Sub-Group and amended as required.
- (2) Heads of Career Services and Sub-Groups will instruct members of boards and panels to preserve the confidential character of the personnel records they use and to not reveal to any unauthorized persons information concerning the deliberations, findings, evaluations, or recommendations of their board and panel. The formal, written report of the findings of boards and panels, which is prepared for the use of the Career Service or Sub-Group Head, is of transient value as it pertains to comparisons among members of a particular group and to specific criteria at a given time. It will not be recorded in the employee's official file, but will be maintained in the records of the board or panel for at least three years.
- (3) Heads of Career Services will ensure that worksheets have been developed for use by boards and panels under their jurisdiction. The worksheets that record the final board and panel decisions on each employee as reported in the formal, written report of the findings will not be available to succeeding boards and panels. However, they must be available to the official responsible for responding to inquiries from employees concerning their standing in the Career Service and for counseling employees. The worksheets that support the board and panel decisions which place employees in Comparative Evaluation Categories I, II, and III should be retained for a period of time sufficient to accommodate counseling of, and inquiries from, both headquarters and field employees. The board and panel worksheets concerning all employees placed in Comparative Evaluation Category IV will be retained for at least three years. The worksheet forms or other notes of individual panelists are considered informal records which need not be retained.

h. DETERMINATION OF VALUE TO THE AGENCY AND PROMOTION

- (1) For purposes of determining the value to the Agency of an employee, boards and panels will assign each employee one of the four comparative evaluation categories explained in Attachment 3.
- (2) Boards and panels will evaluate employees for value to the Agency and for promotion using the basic evaluation factors described in Attachment 4, Factors for Evaluating Employees. Boards and panels will be guided by the quantity and quality of the employee's performance and demonstrated capability to assume greater responsibility. The general evaluation factors listed in Attachment 4 can be expanded or combined by Heads of Career Services to designate performance criteria which are specific to the Career Service. When established by the individual Career Services, these specific factors will be coordinated by the Head of the Career Service with the Director of Personnel, published as supplementary guidance to appropriate Career Service evaluation boards and panels, and made available to all Career Service employees.
- (3) Employees will be evaluated for promotion at least annually.
- (4) Heads of Career Services will ensure that there are time-in-grade guidelines for eligibility for promotion to the next higher grade. (Note that time in grade is a guideline, but not a rigid requirement. It should not be the overriding factor in any promotion decision.) Time-in-grade guidelines may vary within a Career Service to accommodate differences in career disciplines. Career Service time-in-grade guidelines will be coordinated with the Director of Personnel.

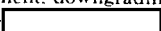
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- (5) Heads of Career Services and Sub-Groups will make evaluation boards and panels aware of their responsibilities in meeting the goals and objectives of the Agency-approved Affirmative Action Program Plan. In evaluating an employee's performance, evaluation boards and panels will comply with all applicable Federal laws and Agency policies designed to prevent discrimination on the basis of race, color, religion, sex, national origin, age, or handicap.

i. IDENTIFICATION OF LOW PERFORMERS

- (1) Boards and panels will identify to the Head of their Career Service those employees who, in the judgment of the board or panel, have significant performance problems relative to other employees of the same grade and, where appropriate, functional category and therefore have been placed in comparative evaluation Category IV.
- (2) Assignment of Category IV indicates an overall work performance that reflects a specific deficiency in, or inability to meet, important aspects of work requirements which limits the value of the employee in his or her current assignment or career track and requires Career Service and employee action to rectify the problem. The names of employees identified as belonging in Category IV, the reasons for their being so identified, and the remedial action planned, along with other pertinent material, will be given in written, narrative form to the Head of the Career Service, who may convene an independent panel to review the list and who will make deletions where circumstances do not support further action. The Head of the Career Service will record in writing the reasons for any such deletions and ensure that in the case of any individual whose name is so deleted, this written record is made a part of the records of the boards and panels relating to that individual.
- (3) Those employees remaining in Category IV after such deletions will be notified of their placement in that category, the reasons for it, the availability of counseling to assist any effort to improve their performance, and the consequences of again being placed in Category IV the following year. The Head of the Career Service will advise the Director of Personnel of the names of these employees and the Career Service action planned for each individual, and will provide a followup report yearly thereafter while the employees remain in Category IV. Heads of Career Services are responsible for counseling employees in Category IV and ensuring that appropriate remedial or other action is taken.
- (4) If an employee is placed in Category IV a second consecutive year, administrative action will be taken. Depending upon the circumstances of the case, this action may include counseling, reassignment, downgrading, or termination. Termination of Agency employment is governed by 

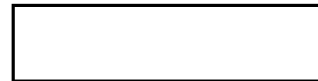
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j. APPROVAL OF FINDINGS

- (1) Board and panel evaluations are advisory. Determination of value to the Agency will be approved for:
- (a) Selected SIS-3's, SIS-4's, and above, by the Director of Central Intelligence (DCI), Deputy Director of Central Intelligence (DDCI), or Executive Director.
 - (b) GS-15's through remaining SIS-3's, by the Head of the Career Service.
 - (c) GS-08 and above secretarial personnel, by the deputy to the Head of the Career Service.
 - (d) GS-14's and below (except as addressed in paragraph (c) above), by the Head of the Sub-Group or, as appropriate, the Deputy Director for Operations (DDO).
- (2) The Director of Personnel is responsible for reviewing all promotion requests and approving promotion actions that conform to the provisions of Agency regulations. The officials listed below are responsible for approving promotion requests:

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- (a) The DCI and the DDCI, to and within the SIS.
 - (b) The Head of the Career Service, to GS-15.
 - (c) The deputy to the Head of the Career Service, to GS-08 and above secretarial personnel.
 - (d) The Head of the Sub-Group or, as appropriate, the DDO, to GS-14 and below (except as addressed in paragraph (c) above).
- (3) There may be instances when the approving officer does not accept fully the advice of a board or panel. In these instances, the approving officer will inform the board or panel of the reasons unless the approving officer determines the reasons are of such a sensitive nature that they should not be revealed. Exceptions to board or panel recommendations on promotions to GS-15 and above must be approved by the Executive Director. Exceptions to board or panel recommendations on promotions to GS-14 and below must be approved by the Head of the Career Service concerned, who will inform the Director of Personnel in writing of all exceptions.

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16. COMPARATIVE EVALUATION BOARD AND PANEL PROCESS

SYNOPSIS. This regulation sets forth the precepts developed for CIA comparative evaluation boards and panels. It describes the composition and responsibilities of the boards and panels, as well as their procedures, and includes the four comparative evaluation categories and the evaluation factors.

- a. **GENERAL.** The provisions of this regulation apply to the evaluation of all CIA employees below Senior Intelligence Service (SIS) Pay Level 4. However, Career Service or Sub-Group Heads may either maintain a formal panel system for comparatively evaluating GS-06 and below secretarial and clerical employees, or delegate the responsibility to supervisors and managers.
- b. **AUTHORITY.** The authority for the policy prescribed by this regulation is derived from the CIA Act of 1949, as amended.
- c. **POLICY**

(1) Agency systems for evaluating the relative capabilities and potential of employees are designed to facilitate selection decisions involving employee assignments, advancement, and retention. These systems include comparative evaluations of all factors pertinent to the selection decision. Comparative evaluations performed by Career Service boards and panels are integral parts of the Agency's personnel management process and will be based specifically on performance, experience, potential, and personal attributes. Evaluation of the relative capabilities and potential of employees assists managers in determining the employee's value to the Agency; promotion and other career actions, such as appropriate work assignments and training; and, if required, adverse actions such as downgrading or termination of employment.

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- (2) Boards and panels are used as the evaluating mechanism to provide an informed and objective assessment of each employee and to eliminate the potential for arbitrary personnel decisions. The intended result is the development and promotion of the most qualified employees. Boards and panels will evaluate employees in the same grade and, where appropriate, in the same career discipline at least annually for value to the Agency and promotion, using basic factors and precepts that have been established Agency-wide. As part of the process of comparatively evaluating employees for their value to the Agency, boards and panels assign one of four comparative evaluation categories to each employee (see Attachment 3, Comparative Evaluation Categories).
- (3) Upon their request, all employees will be provided by their career management officers or members of their career boards or panels information on their relative standing in the Career Service, including their comparative evaluation category. This information should provide employees with an understanding of how they compare with their peers.

d. COMPOSITION OF EVALUATION BOARDS AND PANELS

- (1) Boards and panels will have a minimum of three members.
- (2) Members will be at least one grade senior to employees being evaluated; however, Heads of Career Services and Sub-Groups are encouraged to appoint individuals who are two grades senior to those being evaluated.
- (3) Boards and panels will be broadly based, encompassing employees from the largest number of disciplines feasible, so that members will have some knowledge of the work performed by the individuals being evaluated.
- (4) Membership will be by personal appointment by the Head of the Career Service or Sub-Group.

14 February 1985 (1725)

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- (5) If security conditions permit, Heads of Career Services and Sub-Groups may make available to Career Service members a listing of board and panel members.

e. RESPONSIBILITIES OF BOARDS AND PANELS

- (1) Boards and panels will:
- (a) Review the personnel file of all Career Service or Career Service Sub-Group employees in the same grade at least annually and, where appropriate, review and evaluate employees by career discipline within the same grade.
 - (b) Comparatively evaluate each employee to determine the value of that employee to the Agency.
 - (c) Evaluate employees for promotion.
 - (d) On the basis of paragraphs e(1)(a), (b), and (c) above, make recommendations for promotions and, where appropriate, for assignments, senior officer development, training, and career counseling.
- (2) Boards and panels will identify and recommend administrative action for employees whose performance is unsatisfactory or whose value to the Agency is marginal.
- (3) Boards and panels will propose improvements in the Agency's or the Career Services' policies and procedures for evaluating performances.

f. BRIEFING MATERIALS AND DOCUMENTS FOR EVALUATION OF PERFORMANCE

- (1) Boards and panels:
- (a) Will review the personnel file of every employee in the grade under review. Included in this material will be the employee's current Performance Appraisal Report (PAR). If the board or panel feels the information concerning performance or position is not clear or is incomplete, it may request additional information or briefings by a knowledgeable officer. If this material conflicts with the record in the personnel file, a memorandum will be written and the employee afforded the opportunity to review it prior to its consideration by the board or panel.
 - (b) Should consider the totality of the employee's experience, performance history, or other factors affecting his or her performance. Emphasis should be on the employee's recent performance and the early work record should be viewed in relation to this later performance.
 - (c) Should recognize the employee's right to rebut or otherwise comment on any material in his or her file or any material developed by the boards or panels related to the performance or position of the employee and should give appropriate consideration to such comments.
 - (d) Should consider miscellaneous documentation in an employee's file, such as commendatory letters or letters of reprimand, with other evidence of the employee's performance.
 - (e) Should call to the attention of the Head of the Career Service or Sub-Group any significant period of an employee's recent service which is not covered by the PAR's or memoranda in the file.
 - (f) Should contact the appropriate component for additional details when the PAR indicates that the employee was involved in operational activities too sensitive to be described in the PAR.
- (2) Board and panel members will be disqualified at their own request, or by the direction of the Head of the Career Service or Sub-Group, in those cases where it is determined that a member cannot evaluate objectively an individual.